

1 October 1976

MEMORANDUM FOR: Richard Lehman, D/DCI/NI
FROM : , NIO/SSEAAF
SUBJECT : NIE 72.1-1-76: RHODESIA AT THE CROSSROADS

1. In view of the rapidly changing events in Africa, we propose to reorganize -- and largely rewrite -- the first draft of the NIE on Rhodesia. The Director of INR, Hal Saunders, who traveled with Dr. Kissinger on the latter's recent African trip, has given us comments on the first draft and has suggested a number of questions that should be addressed in a reorganized draft. He has also expressed the view that we should proceed with the estimate now, at a deliberate pace, rather than postpone it for several months in the hope that the prospects for negotiations will become clearer. He believes that the estimate should be completed by around mid-November. In addition, Hal thinks that we should steer clear in this estimate of discussing the negotiating tactics of various countries or the prospects for particular negotiating courses, and should stress instead the more basic factors affecting a possible political solution and the consequences of success or failure thereof.

2. Attached is a new outline of the estimate, with proposed drafting responsibilities indicated in parentheses after each topic. The outline and drafting assignments were discussed at a meeting of representatives of the various agencies on 30 September, and it was understood that some portions of the estimate would not require a complete redrafting of the previous version.

3. The NIO proposes the following tentative schedule for production of the estimate:

22 October	Draft contributions due to the NIO.
29 October	Draft of whole estimate to be sent by NIO to all agencies.
8 November	Coordination meetings begin.
18 November	Consideration by the NFIB and issuance of estimate.

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It was recognized by all hands at our 30 September meeting that developments in Africa could force changes in this schedule.

4. Two representatives at the 30 September meeting, those of CIA's Office of Current Intelligence and of the Navy, registered objections to proceeding with the estimate at this time. They felt that it would be difficult and perhaps impossible to prepare a useful NIE until the prospects for and course of a negotiated settlement became clearer. The representatives of other agencies felt that it was feasible, despite the difficulties, to go forward with the estimate as outlined under the tentative schedule presented above.

5. NIO recommendation: That we proceed with the estimate as proposed in paragraphs 1-3 above and in the attached outline, and that we follow the general guidelines suggested by the Director of INR.



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Attachment

S E C R E T

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6 August 1976

MEMORANDUM FOR: Steering Group Members
All NIOs

SUBJECT: IIMs

1. There are wide variations in the content of the footnotes used in IIMs to indicate who prepared the Memorandum and at what level it was coordinated. I do not want to put us into a strait jacket, but I believe it would be useful if we could achieve a somewhat more standard format for such footnotes. I would also like to work out agreed upon procedures to ensure that IIMs have been appropriately cleared as indicated in the footnote before they are issued in final form.

2. Please designate one person from your office to who will be my representative, to serve on a short-term working group to look into this matter. The group will convene after Labor Day.

Richard Lehman
Deputy to the DCI for National Intelligence

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